

U.S. DEPARTMENT OF ENERGY  
NATIONAL NUCLEAR SECURITY ADMINISTRATION  
NEVADA OPERATIONS OFFICE

**2000-2001**

# Strategic Plan

***Accomplish Our Missions...  
Foster Growth Of The  
Nevada Test Site***

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# Message From The Manager

As the Nevada Operations Office stands on the brink of a new century our challenge will be to continue building our future on our historical foundation.

During the past decade the Nevada Operations Office experienced a cessation of active underground nuclear testing, followed by a period of uncertainty, and then a successful transition to subcritical and other experimental methods that support the integrity of the nuclear stockpile. This transition, which took several years to achieve, significantly affected the numbers of our employees, our processes, and our cultural attitudes. We have met all those challenges with resounding success. We no longer wonder what the future holds for us; we have embraced it and are actively engaged in strategies to make it happen.

The new millennium means new, exciting, and yet challenging times for the Nevada Operations Office. Most immediately, the creation of the National Nuclear Security Administration (NNSA) serves to focus our efforts more clearly in maintaining the integrity of the enduring nuclear stockpile, a cornerstone of this country's national defense strategy.

Opportunities are not only available to us in our national security mission, but also in the significant roles we play in nonproliferation, environmental management, technology diversification, emergency management, and community partnerships.

We have overcome many obstacles in the last few years and we face many challenges ahead. This includes assuring technical core competence in a shrinking workforce environment; passing on the skills and culture to a new generation of employees; seeking to improve our relationships with our traditional customers while opening the possibility of new and rewarding relationships with non-traditional customers; and continuing to ensure the safety and security of our workers and the public.

This Strategic Plan articulates our vision and our exciting path forward for the future. In it we define our significant long range strategic initiatives and near term goals and objectives. I value and look forward to the continued dedicated support of all of our strategic partners as we continue to perform the critical missions of the Nevada Operations Office.



  
Kathleen A. Carlson, Manager

# Mission

The primary role of Nevada Operations Office employees is to ensure assigned missions are successfully accomplished in a safe and secure manner.

## **Nevada Operations Office current missions are:**

**National Security:** support the Stockpile Stewardship Program through subcritical and other weapons physics experiments, test readiness, emergency management, work for other defense organizations, and other experimental programs.

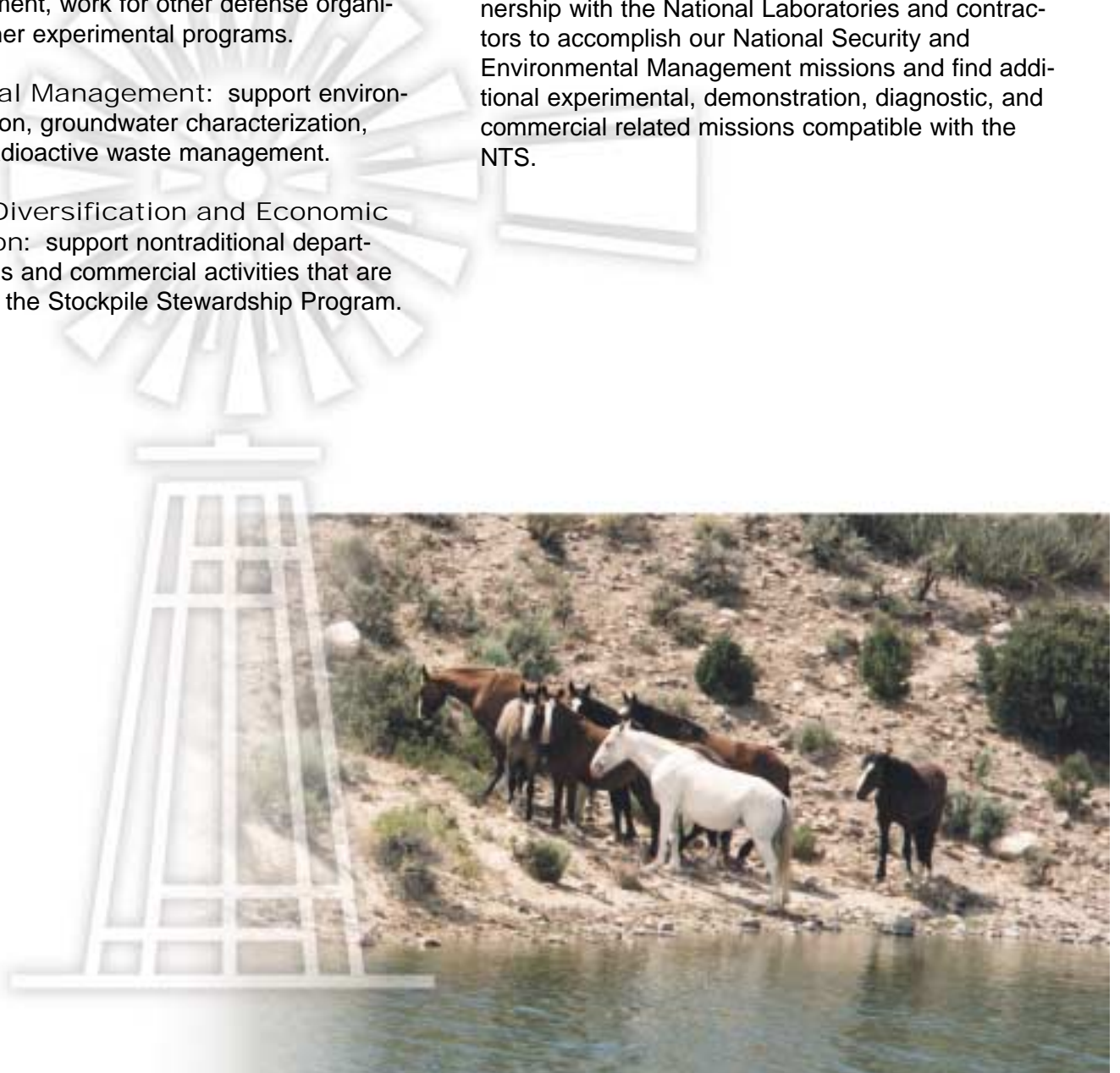
**Environmental Management:** support environmental restoration, groundwater characterization, and low level radioactive waste management.

**Technology Diversification and Economic Diversification:** support nontraditional departmental programs and commercial activities that are compatible with the Stockpile Stewardship Program.

**Stewardship of the Nevada Test Site (NTS):** manage the land and facilities at the NTS as a unique and valuable national resource.

# Vision

Provide exceptional leadership by working in partnership with the National Laboratories and contractors to accomplish our National Security and Environmental Management missions and find additional experimental, demonstration, diagnostic, and commercial related missions compatible with the NTS.



# Operational Philosophy

Mutual cooperation, partnership, and teamwork form the foundation of our operational philosophy. From its inception, the Nevada Operations Office has had a strong tradition of teaming with its principal contractors, the National Laboratories, other federal agencies, and community and educational organizations in achieving common objectives. These partnership approaches to the development of science and technology have led to many successful programs, such as nuclear weapons experimentation programs, threshold Test Ban Treaty verification activities, development of radioactive waste management technologies, advanced electronic diagnostic systems, and sophisticated remote sensing technologies. Nevada Operations Office partnerships provide skilled support in nuclear device assembly and disassembly, remote field operations, physical and environmental sciences, and design and fabrication of electronic and mechanical systems. These partnerships have produced a cadre of competencies, capabilities, and assets that are unparalleled. Key organizations in our business partnerships include:

Nevada Operations Office: provides management and oversight for all activities conducted at the NTS and off-site locations.

National Laboratories: conducts experiments at the NTS to ensure the integrity of the nation's nuclear weapons stockpile.

Bechtel Nevada: performs management and operational activities at the NTS and off-site locations and provides engineering, construction, and diagnostics development and fielding for experimental work done at the NTS and off-site locations.

Defense Threat Reduction Agency: conducts experiments on the effects of conventional weapons that are focused on improving military operations and techniques.

Wackenhut Services, Inc: performs security related services at the NTS and Las Vegas, Nevada locations.

IT Corporation: performs environmental assessment and characterization activities at the NTS and other off-site locations.

NTS Development Corporation: carries out economic development activities, encourages the growth of science and technology, and mitigates impacts from downsizing defense programs.

Nevada Alliance for Defense, Energy and Business: interacts with community leaders to maximize the assets of the NTS.





# Unique Capabilities



Nevada Operations Office assets include the NTS, a unique expanse of federally controlled land and facilities in the remote region of southern Nevada. The approximately 1,375 square miles that make up the NTS are surrounded by the Nellis Air Force Test Range and unpopulated land controlled by the Bureau of Land Management. The geology, hydrology, meteorology, and radiological environments are well characterized. The Environmental Impact Statement and the associated Record of Decision allow for the execution of a variety of complex and unique projects and experiments while ensuring the protection of the public and the environment.

The Nevada Operations Office has served the nation well in developing innovative solutions to complex problems, often involving hazardous materials and operations. Strong competencies such as nuclear safety and nuclear explosives

safety; nuclear explosives operations; remote field experiments and operations; physical and environmental science; nuclear waste management systems and technology; design and fabrication of electronic, mechanical, and structural systems; remote and robotic sensing; management of multi-laboratory facilities, mining, engineering, and construction; and chemical, explosives, and hazardous materials systems and technology reside in the skilled employees of the Nevada Operations Office partnerships. They exist at facilities located in Las Vegas, the NTS, California, New Mexico, and Washington, D.C. Included are a wide range of facilities, laboratories, and equipment which support the custom design and construction of experimental systems ranging from small electronic or remote sensing packages to fielding complex laboratories in hostile environments for use anywhere in the world.

# Core Values

The Nevada Operations Office vision will be achieved by aggressively pursuing each strategic initiative through application of core values. These beliefs define the pathway to success.

- We pursue the highest standards of ethical behavior with honesty, integrity, and respect for employees, customers and suppliers.
- We are committed to safety by providing a work environment where safety is of the utmost importance, and employees take responsibility for their own safety and safety of their co-workers.
- We are customer oriented and provide our customers the best value by constantly striving to improve the quality and cost-effectiveness of our products.
- We are committed to excellence and encourage creativity and innovation to achieve a clear, competitive advantage.
- People are our most important resource and we provide opportunities for employees to grow professionally and personally by giving them technical challenges, opportunities, and training to develop their skills.
- We value diversity in terms of ethnicity, gender, age, disability, life-styles, skills, disciplines, and thinking styles.
- We respect the environment and perform work in a manner that safeguards the environment.
- We are a responsible member of the community by encouraging opportunities for economic growth and respecting community programs through contributions of time, personal involvement, and financial support.
- We leverage our unique culture of teamwork by encouraging individuals to use and share their individual experience, skills, and knowledge to foster creative and cooperative problem solving.
- We believe empowerment and accountability are essential and individuals and teams are empowered to improve the processes by which we do business, address customer concerns, and make technological advances.
- We encourage open communication of information, both internally and externally, as the basis for establishing credibility and sound continuing relationships.



# NTS Land Use Policy

The NTS is a Defense Programs site established to support national security missions. The existing assets of the NTS represent a unique and indispensable extension of the National Laboratories' experimental capabilities and are essential to the timely execution of operations and experiments in support of the Stockpile Stewardship Program.

The NTS is also an operational site for other activities conducted under the Environmental Management Program, Non-Defense Research and Development Program, and Work for Others Program. Environmental Management programs include environmental restoration, low-level

radioactive waste management, and groundwater characterization activities. A variety of non-defense research and development activities are conducted in cooperation with universities, industry, and other federal agencies. The NTS is one of several designated National Environmental Research Parks. Work for Others activities are conducted by other federal agencies, especially the Department of Defense.

The transition of the NTS from an active underground nuclear weapons development and testing program to a program of stewardship of the enduring nuclear stockpile and test readiness has provided the opportunity to make selected parts of the NTS available to alternate uses. To ensure that proposed alternate uses of the NTS are in the interest of national security, compatible with the primary Defense Programs mission, and contribute to the overall vitality of the NTS, land use policies are established for different parts of the NTS. These policies are designed to preserve the usefulness of the portions of the NTS that are essential to the Defense Programs mission and to direct other activities to more appropriate areas of the NTS. In addition, these policies are consistent with a long-standing policy to manage all land and facilities as valuable national resources with stewardship based on the principles of ecosystem management and sustainable development.





# Strategic Initiatives

The Nevada Operations Office has identified strategic initiatives that represent the priorities of this office and contribute to the successful accomplishment of the mission elements. It is recognized that many of the goals may span a period of three to five years to fully achieve. Each goal is supported by specific objectives to measure progress. Additionally, an action plan is created for each objective to establish tactics, milestones, and metrics for near term accomplishment.

## Strategic Initiative

Improve efficiencies and enhance capabilities of the NTS for National Security work

### Goal

- Reduce the cost of doing business at the NTS.

### Objectives

- Conduct a comprehensive review of the continuing need for and sizing of all NTS infrastructure elements.
- Incentivize Bechtel Nevada to streamline operations and to conduct activities more effectively and at reduced costs.

### Goal

- Enhance the capability to conduct experimental and hazardous work at the NTS.

### Objectives

- Upgrade and expand U1A Experimental Complex.
- Complete Joint Actinide Shock Physics Experimental Research (JASPER) Facility and begin operations.
- Upgrade Device Assembly Facility (DAF) capability for plutonium work to support JASPER and Subcritical Experiments.
- Improve NTS high explosives experiment infrastructure.
- Complete transition planning, relocation, and start up of Atlas.
- Upgrade facilities to support Weapons of Mass Destruction training.
- Develop an integrated plan for the conduct of other governmental entity experimental activities

### Goal

- Effectively manage NTS land and facilities.

### Objectives

- Integrate the 30-Year Strategic Plan into the budget process.
- Develop and implement an NTS Site Development Plan.
- Consolidate and upgrade NTS facilities, roads, communications and utility infrastructure.
- Update the Site-wide Environmental Impact Statement.
- Accelerate closure of water wells and bore holes.
- Implement surface-based power cable cleanup strategies.



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## Strategic Initiative

Continuously improve management systems

### Goal

- Establish a management system which fully supports current and future Nevada Operations Office missions and activities.

### Objectives

- Develop a comprehensive set of Nevada Operations Office management system directives.
- Assess and enhance the effectiveness of Nevada Operations Office management system directives.

### Goal

- Ensure that the orders, policies, standards, Work Smart Standards, and guidance that govern work performed under the Nevada Operations Office cognizance are value-added and complementary.

### Objectives

- Determine the extent of flowdown of Nevada Operations Office management systems.
- Broaden integration efforts to consider all policies and procedures that govern Nevada Operations Office activities.

### Goal

- Ensure full implementation of the Nevada Operations Office management system.

### Objective

- Evaluate the status of Nevada Operations Office implementing management system directives.

## Strategic Initiative

Develop strategies for the long-term future of the NTS

### Goal

- Formulate a plan to focus on the long term future of the NTS.

### Objectives

- Finalize plan and strategy to target large, long-term, national security projects for the NTS.
- Brief the strategy to the leadership of the NNSA, the National Laboratories, Bechtel Nevada, State officials, and the Congressional delegation.
- Build working relationships between key National Laboratory personnel and staff of the Nevada Operations Office complex to implement actions in the strategy.



## Strategic Initiative

### Goal

- Establish the Nevada Operations Office as the national center for high-hazard experimental activity.

### Objective

- Develop a policy for NNSA approval to make the NTS the site of choice for high-hazard experimental activities.

### Goal

- Continue to support alternative uses of the NTS that are compatible with the national security missions.

### Objectives

- Support the growth of science and technology industries in Nevada through economic development, community reuse, and work for others initiatives.
- Develop an Integrated Outreach Strategy for alternative uses of the NTS.

### Build advocacy for the Nevada Operations Office

### Goal

- Strengthen current customer relationships and build new business opportunities.

### Objectives

- Stress the importance of frequent interaction between Nevada Operations Office staff and customer representatives to ensure needs and expectations are met.
- Articulate the Nevada Operations Office Manager's hierarchy of interactions to ensure appropriate level of dialog occurs between the Nevada Operations Office and customers.
- Inform Nevada Operations Office management and staff of accountability issues for customer interface.
- Develop Assistant Managers' advocacy implementation plans.







## Strategic Initiative

### Strengthen workforce capability

#### Goal

- Ensure recruitment activities are conducted in a manner to provide for qualified, experienced personnel.

#### Objective

- Publish a "Human Resources Handbook for Personnel Actions" that addresses staffing and classification policies.

#### Goal

- Provide for training and developmental activities to enhance workforce capabilities in support of the missions and jobs within the Nevada Operations Office.

#### Objectives

- Develop models for workforce development that provide both experiential activities and training to technical and non-technical employees.
- Continue the Career Development Program for employees in grades GS-04 through GS-13.
- Expand the Mentoring Program.
- Enhance the Managerial Succession Planning Program through continued supervisory and leadership training and initiation of a supervisory competency assessment.

# ***Accomplish Our Missions... Foster Growth Of The Nevada Test Site***



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